Celebrating Mentoring!
a developmental network perspective

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Professor Monica Higgins

Harvard Graduate School of Education

Purpose

- Introduce you to a different way of thinking about mentoring – a developmental network perspective

- Expand your knowledge of how to be even more effective in your mentoring practice by understanding what the research on mentoring and developmental networks tells us

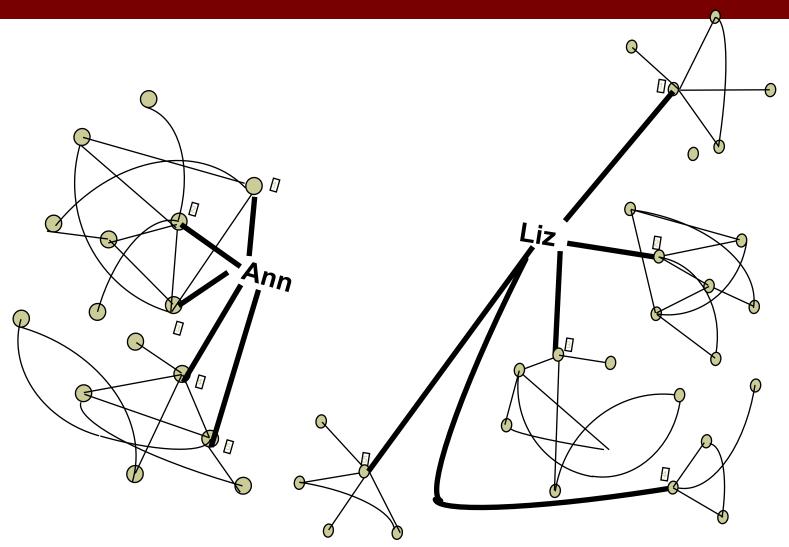- Practice this new perspective by sketching out your own *developmental network*

Agenda

- **Story**
- **Research on mentoring & developmental networks**
- **Exercise to assess your own developmental network**
- **Share some tips for effective mentoring**

[Option: take an online tool later/after the prez]

Story

Does Having a Mentor Help you Build Connections (Social Capital)?

Research on Networks (Social Capital)

Adapted from Raider and Burt

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WHAT DO YOU THINK?
Is having a mentor helpful in building social capital?

Poll #1:

Yes?

No?

Not Sure?

SIDE-KICK EFFECT

WHAT IF – INSTEAD OF JUST ONE PERSON – WE CONSIDERED HOW MENTORING CAN BE PROVIDED BY <u>MANY</u> PEOPLE?

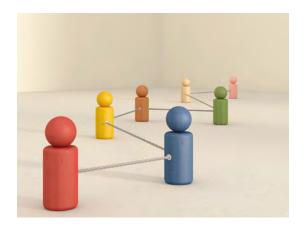# Broader Perspective on Mentoring…

Portfolio of Relationships

Personal Board of Directors

Developmental Network

WHAT DOES THE RESEARCH TELL US?

1. RESEARCH ON <u>MENTORING</u> & CAREER DEVELOPMENT

2. RESEARCH ON <u>DEVELOPMENTAL NETWORKS</u>

Research on Mentoring & Career Development: Relationships are Critical

☑ Career/leader development is not a solo activity

☑ Requires learning that can be informed through and with others

➔ Positive developmental relationships such as **mentoring**

Research:

"Soft" Benefits of Mentoring

- **Enhanced work satisfaction**
- **Greater clarity of professional identity**
- **Higher self-efficacy**
- **Greater perceptions of career success**

Research: "Hard" Benefits of Mentoring

- More career opportunities
- Greater recognition and visibility
- Higher promotion rates
- Less likelihood of leaving the organization

The Facts about Mentoring

- ✓ <u>Relevant to people at every career stage</u>

- ✓ Relatively underutilized

- ✓ More important and more complex in current career environment

WHAT DO YOU THINK?
What might make mentoring more complicated today?

Put ideas in Zoom chat

Careers Today

Changing Careers/Jobs/Orgs

Changing Modalities of Working

- #1 Increasing *diversity* in the kinds of relationships that can provide career help

- #2 Increasing variation in *strength* of ties people have with others

Focusing the Lens: **Mentoring**

- Questions leaders can ask:

  - What does mentoring look like within my organization (e.g., hospital, department)?

  - How does my organization help enable effective mentoring to occur?

  - How does my organization encourage individuals to ask for help?

Widen the Lens to Consider More than One Mentor

Questions you can ask:

- **Who is helping me in my professional development?**

- **Who is on my personal board of directors?**

- **What does that portfolio or network look like?**

- **How does my developmental network affect goals that are important to me?**

Ask your mentees too!

Introducing A Developmental Network Perspective on Mentoring

Past and Present Conceptualizations of Mentoring*

Traditional Mentoring Perspective	Developmental Network Perspective
✓ Hierarchical	✓ Multilevel
✓ Single, dyadic relationship	✓ Multiple dyadic, networked relationships
✓ Intra-organizational	✓ Intra-organizational and Extra-organizational

* Reconceptualizing Mentoring at Work: A Developmental Network Perspective *Academy of Management Review,* Higgins & Kram, April 2001

HOW MANY OF YOU HAVE HAD A MENTOR?
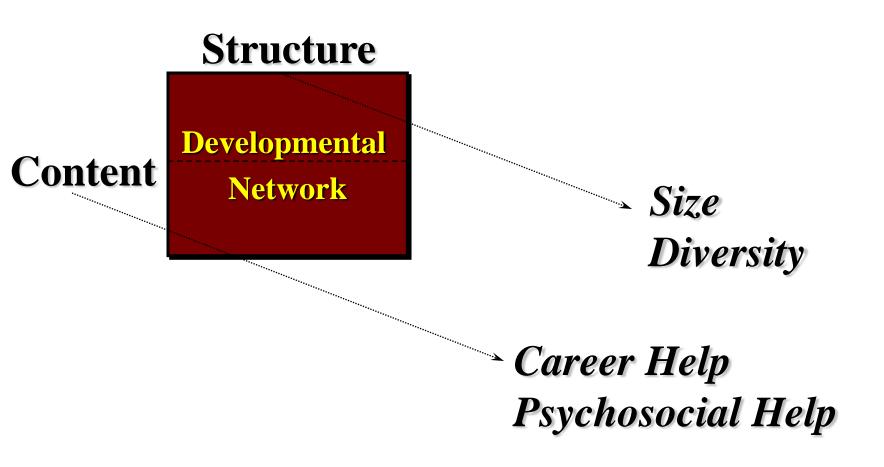## More than one?

Poll #2:

0

1

2

3

4 or more

Dimensions to Consider

Structure

Content

Developmental Network

Size
Diversity

Career Help
Psychosocial Help

Content: Types of Help

Career

- Advocacy
- Coaching
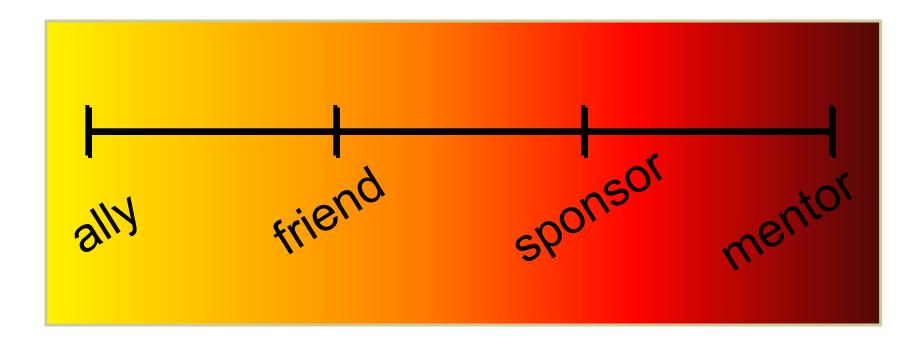- Exposure and Visibility
- Protection
- Challenging Assignments

Psychosocial

- Role modeling
- Counseling
- Acceptance and Confirmation
- Friendship

Types of Relationships

	Career Assistance	Psychosocial Assistance
MENTOR	*High*	*High*
SPONSOR	*High*	*Low*
FRIEND	*Low*	*High*
ALLY	*Low*	*Low*

Types of Developmental Relationships

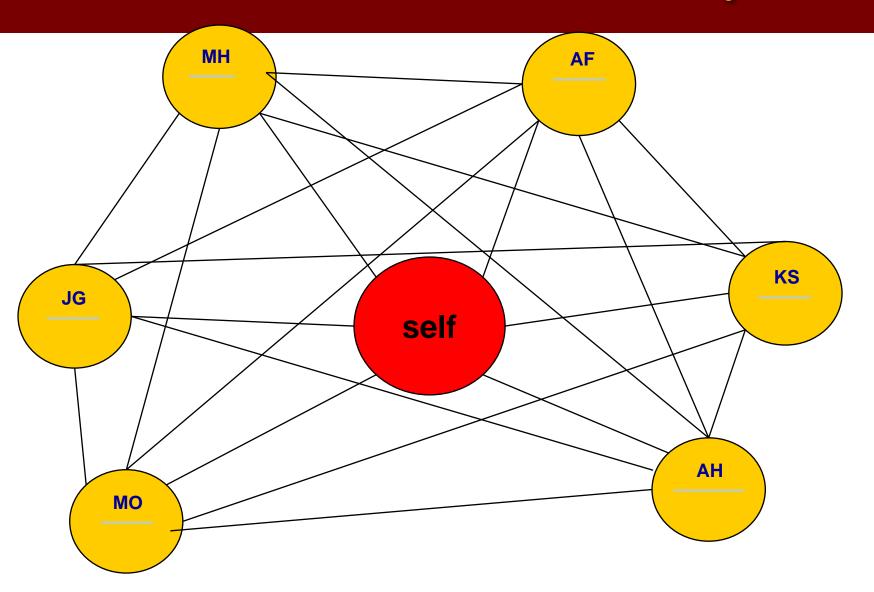ally ——— friend ——— sponsor ——— mentor

PROPOSE: WHILE A "MENTOR" IS RARE, "MENTORING" IS NOT
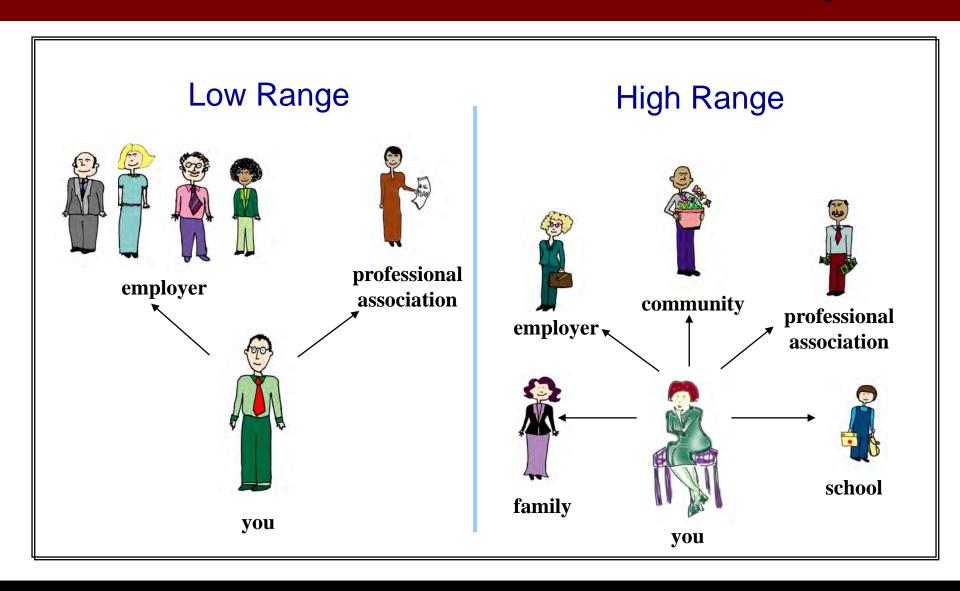
WHY?

BECAUSE, FROM A DEVELOPMENTAL NETWORK PERSPECTIVE, *MANY* PEOPLE CAN PROVIDE MENTORING SUPPORT
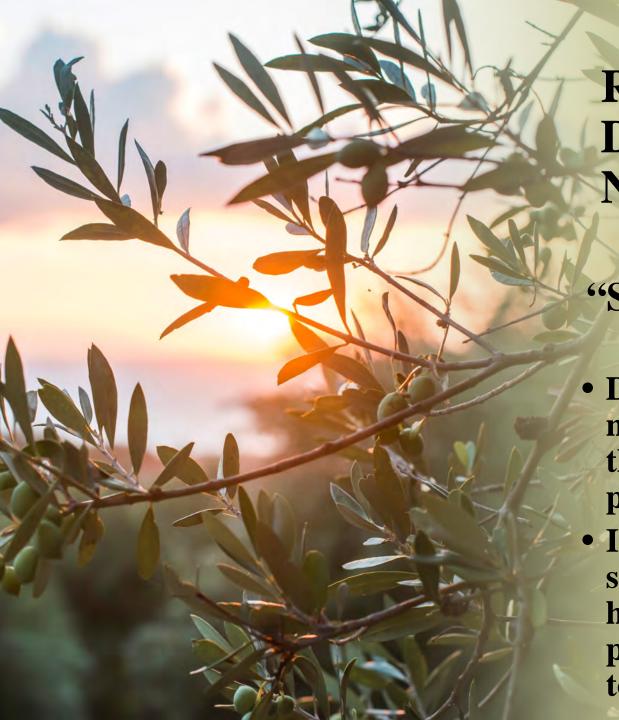
Structure: Network Density

Structure: Network Diversity

Low Range

High Range

employer

professional association

you

employer

community

professional association

family

school

you

WHAT DO YOU THINK?

What do you think are the pros and cons of having one kind of network or the other (either low range or high range)?

Put ideas in Zoom chat

Research on Developmental Networks

"Soft" Outcomes:

- Diverse developmental networks can enhance the clarity of one's professional identity

- It seems to take just one strong tie (that provides high amounts of psychosocial assistance) to feel satisfied at work

Research on Developmental Networks

"Hard" Outcomes:

- **In hierarchical professions, higher status networks lead to increased likelihood of promotion, organizational commitment**

- **More wide-ranging and diverse developmental networks are associated with greater likelihood of changing careers**

Practice:
Developmental Network Questionnaire (DNQ)

Today – practice creating a map – by hand

- **DNQ is a formal, structured way of looking at your developmental relationships at any point in time**

- **After this prez: online tool will be available**

What the DNQ does NOT do…

- **Give you a "grade" or rating on your relationships**

- **Tell you what to do exactly**

- **Depends upon your own career context & goals!**

DNQ Short Form

1. **Identify 2-5 people who have helped you with your career in the last year. Think broadly; these may be people from your work or outside of work (i.e., family, community).**

2. **Put their names or initials in a worksheet (paper/pencil or soft copy) like this:**

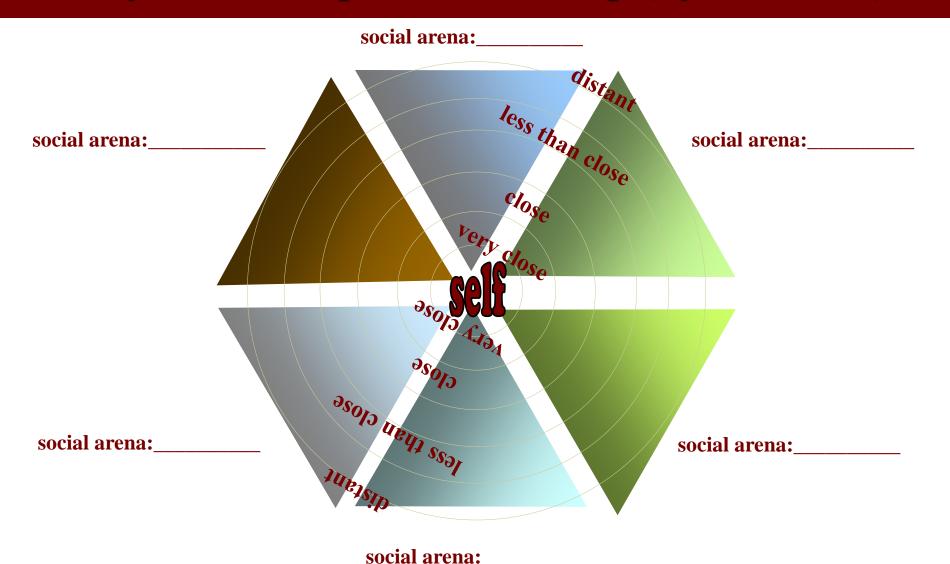| Person A	Person B	Person C	Person D	Person E

How do you know each person in your network?

What is the primary social arena you know each person from (e.g., family, work, school, community?)

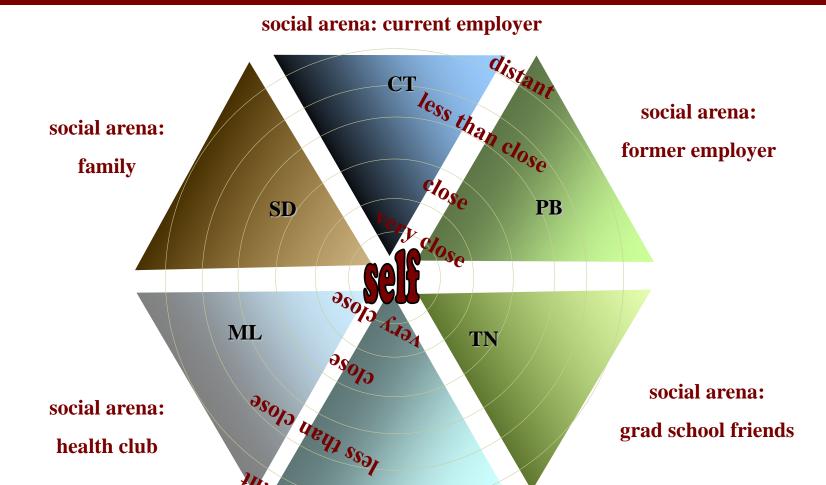**Choose the relevant social arenas for each person and write them above the initials in your worksheet.**

SD	CT	PB	TN	ML
Person A	**Person B**	**Person C**	**Person D**	**Person E**

Mapping: a) put in social arenas, b) put the initials of your developers on the map (by closeness)

social arena:_____

social arena:_____

social arena:_____

social arena:_____

social arena:_____

social arena:_____

distant
less than close
close
very close
self
very close
close
less than close
distant

E.g., Developmental Network Map

➢ Career goal: ?

Categorize each of your relationships:

Do you consider him/her to be a superior, peer, or subordinate relative to you? Put the symbols on the map around the initials of your developers

	Symbol
Superior	▲
Peer	■
Subordinate	●

SD	CT	PB	TN	ML
Person A	Person B	Person C	Person D	Person E

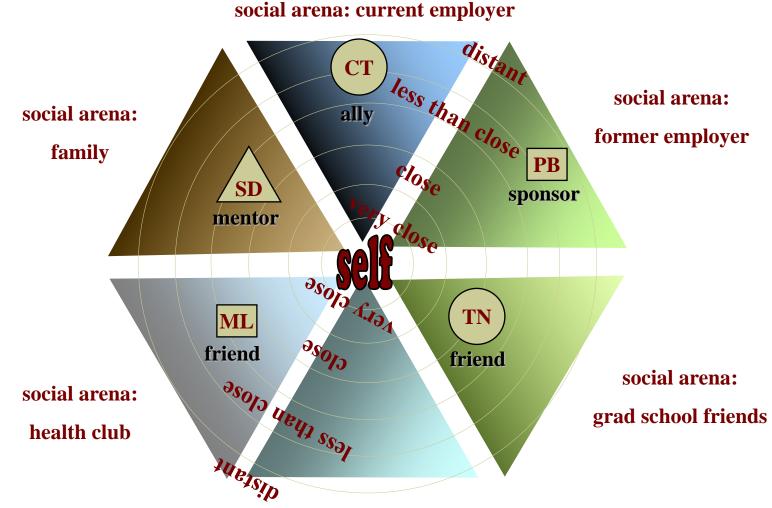# E.g., Developmental Network Map

> Career goal: ?

Categorize each of your relationships:

Write the category that best describes the relationship you have had with each person on your worksheet and then, write that under each name on your map

	Career Assistance	Psychosocial Assistance
MENTOR	*High*	*High*
SPONSOR	*High*	*Low*
FRIEND	*Low*	*High*
ALLY	*Low*	*Low*

Person A   **Person B**   **Person C**   **Person D**   **Person E**
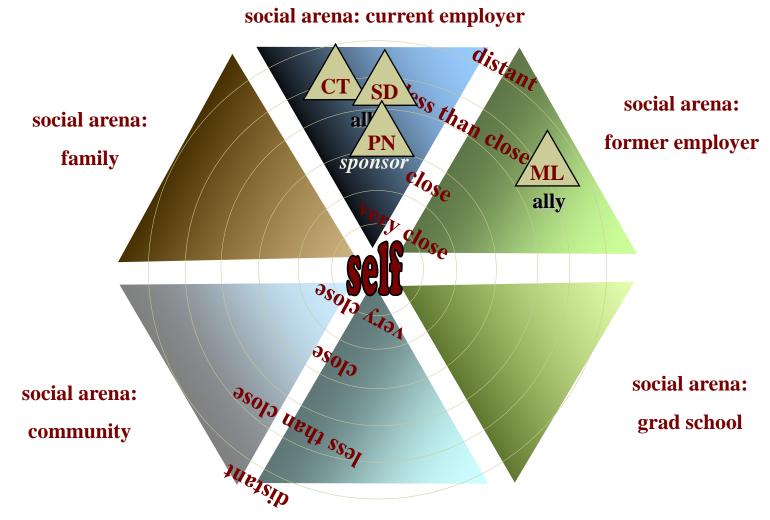
E.g., Developmental Network Map

➤ Career goal: learning/balance/promotion?

LOOK AT YOUR MAP: IS IT BALANCED?

What would it mean if:

- ✓ **All of the initials were in the same social arena – medical school, for example?**
- ✓ **All developers were allies and sponsors and none were mentors or friends?**
- ✓ **None were in the "close" or "very close" circles?**
- ✓ **All had the same gender-orientation as you?**
- ✓ **All were working in the same department?**

E.g., Developmental Network Map

➤ Career goal: promotion

Jot down a couple of notes – your observations

- **What does your map say about your current network? Where is it balanced? Unbalanced?**

- **What are you proud of?**

- **What concerns you?**

- **What developmental relationship goals do you want to set for yourself in 2023?**

- **How about goals you have for helping others?**

Jot down a couple of notes – your observations.

Tips & Strategies

Improving the Quality of Developmental Relationships

- **Do not rely on great chemistry and identification; it takes work to build a good relationship**

- **Treat the relationship as an opportunity for <u>mutual learning</u>**

Obstacles to Successful Relationships

- ✓ **Unclear or unrealistic expectations**
- ✓ **Time pressure**
- ✓ **Poor interpersonal skills**
- ✓ **Difficulty managing negative feedback**
- ✓ **Managing differences**
  - ▪ nationality
  - ▪ gender
  - ▪ race
- ✓ **Organizational context**
  - ▪ politics
  - ▪ change

Strategies to Improve the Quality of Developmental Relationship: Mentors

- ✓ Become aware of how you might learn from mentees
- ✓ Combine counseling and coaching
- ✓ Take the responsibility to make identity group differences discussible
- ✓ Follow-up on difficult conversations
- ✓ Expect and invite questioning of your views and advice
- ✓ Anticipate that the mentee's developmental needs will change
- ✓ Encourage help-seeking

Most people don't take the initiative to make themselves happy at work. They don't ask.*

Why don't people ask for help?

Your thoughts? Put in Zoom chat

1) Others might say no

2) Others should know what I want

3) It will make me look "weak" or incompetent

Think Before You Ask

- ✓ **Know what to ask for -- check the reality of what you are asking for**

- ✓ **Know when you have a special opportunity to ask**

- ✓ **Know what you need and prepare your request**

- ✓ **Think through the possible answers you will get and how you will respond**

- ✓ **Identify all the possible people who could help you get what you need**

- ✓ **Turn the tables and consider what would happen if you were the person being asked**

*Claman, Priscilla. (2002), Ask: How to Get What You Want and Need at Work.

Strategies to Improve the Quality of Developmental Relationships: Mentee

- ✓ **Know your developmental needs**
- ✓ **Make explicit how your mentor/sponsor can assist your learning and development**
- ✓ **Become aware of your defensive routines**
- ✓ **Do not discount peers and subordinates as potential sources of developmental support**
- ✓ **Have realistic expectations**

As a mentor, you can help others help themselves by giving them tips like these and by role modeling

Developmental Networks Concluding Thoughts…

- ✓ **Developmental network perspective challenges the idea that there is one perfect mentor to "find"**

- ✓ **Raises questions: Who is on my personal board of directors? Who is missing? What needs to change?**

- ✓ **When it comes to mentoring and developmental networks, one size does NOT fit all. Depends on your goals.**

- ✓ **Networks can be both pipes and prisms – can impact your access to opportunities + how you think**

Reminders:

1. **Reciprocity is critical to effective networking**

2. **Networking tripwire = becoming overly dependent or reliant on a single resource**

3. *Effective leaders tend to be keenly aware of their own interaction styles and those of others… so…*

When Building Connections at Work…

Do unto others as they would have done unto themselves… because not everyone is like you

Thank you!

TRY OUT OUR ONLINE TOOL!

LINK IN CHAT

Research References

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